

CHAPTER VII

STUDY MANAGEMENT AND PUBLIC INVOLVEMENT

STUDY MANAGEMENT

Reclamation has established a study management structure consisting of a Study Management Team (SMT) and Project Coordination Team (PCT). Following is a summary of the responsibilities for each team.

- **Study Management Team** – The SMT consists of participating agency individuals at the management and/or policy level. Each team member is responsible for ensuring that all PCT members are provided sufficient resources and direction to complete the various tasks assigned. The SMT provides overall guidance for the study ensuring participating agency views are addressed. The Project Manager participates in the SMT by providing administrative and technical focus information and adequate communication between the two teams.
- **Project Coordination Team** – The PCT consists at minimum, of the Project Manager, an environmental specialist, a fisheries biologist, an archeologist, a public affairs specialist, a design engineer, a hydrologist, and an economist. A representative on the team from the FWS is to help assist in study coordination. At the PCT meetings, each study component is to be adequately represented by the varied backgrounds of team members. Participation in team meetings is subject to the topic discussed, and additional expertise is included as necessary. The PCT directs the work performed by Technical Work Groups and coordinates the results into the overall study. The PCT team also directs public involvement activities and coordinates general public input into the study.

In addition to the SMT and PCT, several other teams and work groups have and are being established to assist in accomplishing the study. They include Technical Work Groups and various stakeholder groups including (1) Area Impact and Restoration Communication Teams (AIR Com Team), (2) Water Supply and Reliability Communication Teams (WSR Com Team), and (3) Tribal Communication (Tribal Com). The Technical Work Groups consist of working groups focusing on specific study areas such as designs and costs, environmental studies, plan formulation, hydrologic and hydraulic modeling. These work groups consist of an appropriate combination of contractors and Reclamation employees.

PUBLIC INVOLVEMENT PLAN

The Strategic Agency and Public Involvement Plan (Plan) for the Shasta Lake Water Resources Investigation has been designed to act as a manual to assist the PCT ineffectively communicating with those individuals, groups and agencies that are affected by or can benefit from enlargement or modification of Shasta Dam. It is anticipated that the Plan will be amended as the project evolves. A description of the Plan is contained in Appendix C and is highlighted below.

The Plan is to provide a system where the following five objectives are met:

- **Stakeholder Identification** – This effort will research, identify, and qualify those individuals, groups, and other entities that have an expressed or implied interest in enlargement and/or operation modification of Shasta Dam. No individual, group, or entity is to be excluded from the process, which includes meeting Executive Order 12898: "Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations." Efforts to identify additional stakeholders will be maintained throughout the investigation by outreach efforts with known stakeholders and the application of technologies such as the Internet.
- **Project Transparency** – Success of the investigation will rely on project transparency, a practice where the activities and study results are provided to stakeholders in a timely, unbiased fashion. Distribution of this information is a vital goal for the project team. By building and maintaining a reservoir of goodwill, the PCT will be better equipped to weather potentially unpopular measures developed during the investigation. Distributing this information will take many forms, in part, including: the media, the Web, public meetings, stakeholder meetings, and public presentations.
- **Issues and Concerns Resolution** – Equally important as project transparency is gaining awareness of the issues and concerns of the stakeholders and establishing a mechanism where the PCT can learn of these problems early. Using various public involvement processes, the PCT will address issues and concerns it discovers in an effective and timely manner. Priority will be given to finding solutions through consensus with stakeholders. If consensus is not achievable, solutions will be sought through stakeholder consent, consistent with the study objectives and mission statement.
- **Sponsor Identification** – As a collective effort, the agency and public involvement program builds synergies that contribute to successful completion of the investigation. Through these synergies, potential sponsor(s) for implementation of enlargement and/or operational modifications of Shasta Dam will emerge. These sponsors may either rise from the stakeholder group itself, or by referral within the stakeholder community.
- **Project Implementation** – An implementable project will need to meet the primary planning objectives. One goal of the Plan is to build a communication network where policy-makers understand the project purpose and benefits of the project and conclude for themselves that the project has met all requirements necessary to be implemented. This will be accomplished through timely and accurate distribution of information to policy-makers through multiple outreach methods.

The Plan maintains two primary themes: Outreach and Information. Within these themes will be tactics, practices, and protocols that enable the overall investigation to satisfy the public involvement requirements of NEPA and CEQA for development of an EIS/EIR. The Plan will also integrate those guidelines and/or requirements outlined under Executive Order 12898: "Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations;" and the President's April 29, 1994 Memorandum, regarding the engagement of Federally recognized tribal governments in the planning and development of projects.

Outreach

Within the Plan there are four main Outreach elements to assist in coordinating the study efforts. They include (1) Public Meetings, (2) Communication Teams, (3) Tribal Communication, and (4) SMT and PCT activities.

- **Public Meetings** – Two general public meetings are planned for formal distribution and reception of information. The proposed meetings include an open house and public workshop to be held following identification of resources problems and needs, study objectives, and draft Mission Statement in early 2003 and a public forum following circulation of the Draft Feasibility Report in 2005.
- **Communication Teams** – Members of the Area Impacts & Restoration (Air Com) Team and the Water Supply & Reliability (WSR Com) Team will be recruited to include those with expertise in water supply and distribution, water marketing and exchange, ecosystem restoration, water policy and legislation, local interests, regional economic impacts, environmental justice, and others to be identified through the public involvement process. These communication teams will meet three times per year. The AIR Com Team is planned to meet three times per year in the Redding area. Two WSR Com Teams are planned, one intended for the primary study area and a second for interests outside of the primary study area. The two WSR Com Teams will meet an estimated three times per year.
- **Tribal Communication** – Consistent with the President's April 29, 1994 Memorandum, Reclamation will actively engage Federally recognized tribal governments in the planning and development of the Shasta Dam project and will consult with each tribe on a government-to-government basis, to the greatest extent practicable and to the extent permitted by law, prior to taking actions that affect such tribal governments. Under Federal Trust responsibility, Reclamation will provide full disclosure (benefits and negative impacts) of the project, allow time for tribal review/consultation and receive comments and/or alternatives. Public involvement activities for this component will mirror all other activities. Consultation with these tribal interests, however, is the responsibility of Reclamation. Three tribal meetings per year are planned.
- **SMT and PCT Activities** – As mentioned, the SMT is comprised of key policy and decision-makers with direct influence over strategic guidance and congressional authorization of the study. This body is scheduled to meet twice annually prior to major study milestones. The PCT, including the Project Manager and technical experts from various disciplines and organizations to accomplish the investigation, will meet on a monthly basis or as needed to complete various study tasks. Each team will have opportunities to interact with key study stakeholders.

Information Dissemination

Study-related information is planned to be disseminated in a number of ways. Following is a summary of each.

- **Stakeholder Database** – A comprehensive stakeholder database will be developed. Initial information for the database will be obtained from existing interest group databases from Reclamation, DWR, and CALFED. It will be stored in a Web-based database accessible by key project managers. The database will be populated by stakeholders, who will be able to express their preferred interest areas and method of contact. The site design would enable project managers to search stakeholders by name, interest area, organization, location, and other subject areas.
- **Project Brochures** – At least two project brochures are planned; one for the fall September 2003 and one for late 2005. The 2003 brochure is designed to report, in part, on initial alternatives being developed. The second brochure will report on details leading up to release of the final feasibility report.
- **Project Newsletters** – Five project newsletters are planned. The timing of each newsletter will be based on key milestones of the investigation and an opportunity for stakeholders to respond back to the project team.
- **Web Site** – A comprehensive project Web site will be created to provide information about stakeholder functions, project information, project photo tour, project calendar, project contact database and stakeholder response forms.
- **Media Relations** – Media relations tactics for the study will include news releases, media advisories, calendar advisories, editorial board visits, letters to the editor and opinion/editorials. The effort will be flexible in order to quickly react to false or misleading information about the program.
- **Speaker's Bureau** – Outreach for the study will employ a comprehensive speaker's bureau program to present information to affected constituents. Members of the speaker's bureau program will primarily include the Project Manager and various PCT members. The program also serves as an outreach mechanism as it gathers comments and responses while it is communicating information to affected constituents.
- **Information Resources** – Information resources include visual aids (PowerPoint slideshow templates, display boards, maps, charts, etc), information papers, and related templates. The document templates will outline the specific format for all public documents to be distributed. By using an established template, the Plan will have a consistent look and feel to the public and a format that is recognizable at a glance.